

Col David J. Furness, USMC. Presented at the Marine Corps University symposium titled, "Counterinsurgency Leadership in Afghanistan, Iraq, and Beyond." 23 September 2009, National Press Club, Washington, DC.

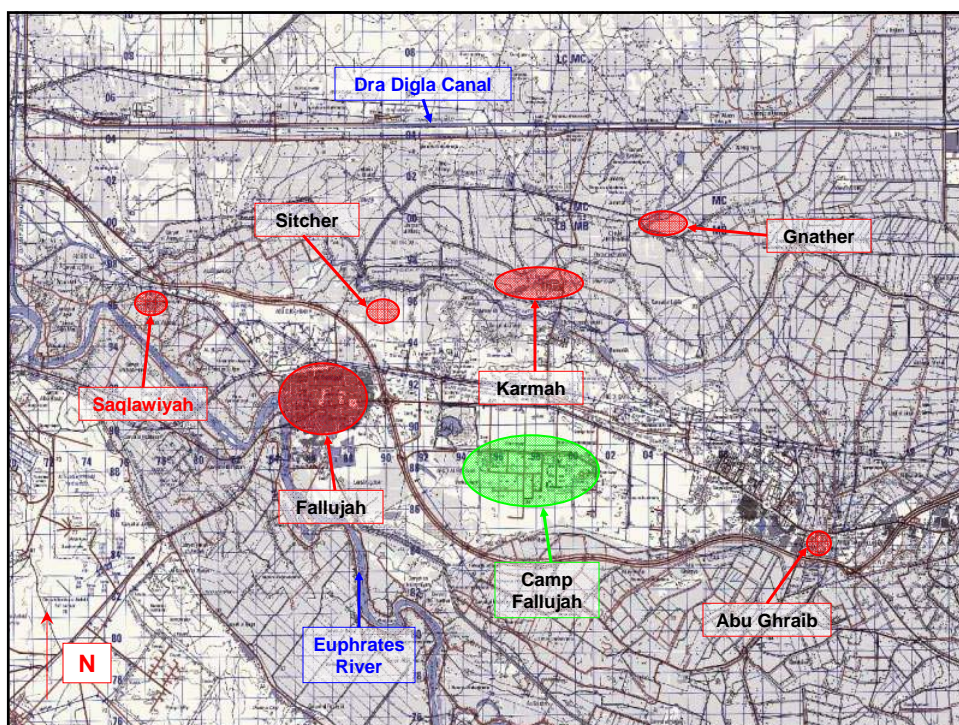
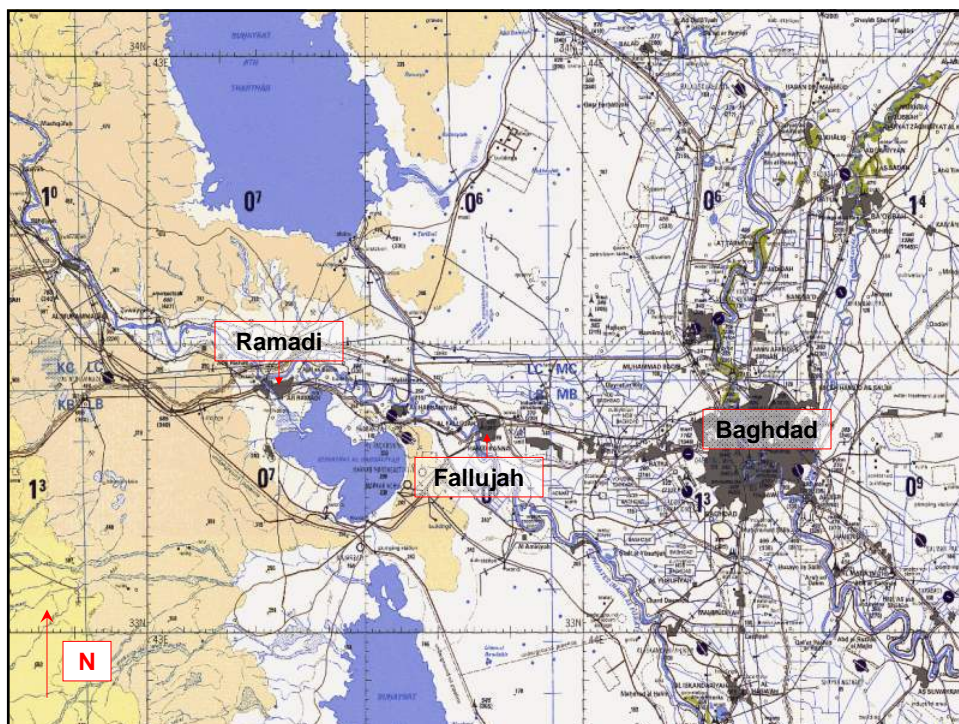
BATTALION COMMAND IN COUNTERINSURGENCY OPERATIONS

MCU COUNTERINSURGENCY
SYMPOSIUM
23 SEPTEMBER 2009

AGENDA

- AO Orientation
- Pre-Combat Leadership
 - Pre-Combat Training and Education
 - COIN Task Organization
 - ROE & LOAC
- Combat Leadership
 - Operations
 - Supervision
 - Operational Design
 - TTPs
 - Orders Process and Targeting Cycle

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Pre-Combat Leadership

- **Your INTENT!!!!!!! YOU MUST DEVELOP YOUR JUNIOR LEADERS ABILITY TO UNDERSTAND AND USE IT.**
- **INDIVIDUAL AND SMALL UNIT DISCIPLINE IS THE KEY – WORK TO INSTILL IT 24/7**
- NCO Training – Technical, Tactical and **Leadership**
- Language Training – 150 Marines in the BN
- Culture Training – more is better!
 - How to talk to and engage local Influencers
 - What not to do
- Basic infantry TTPs @ Platoon and Squad Level
 - Weapons Proficiency
 - Patrolling – (Mounted/Dismounted)
 - Communication – all the radios that you will use!
 - **Intelligence Collection Process at the Squad thru Battalion level**
 - PT – (25 miles a week on your legs with your kit)
- SSE Training – LAPD, Police advisors.
 - How to culturally search a home? What to do and not to do!

ORGANIZING A BATTALION FOR THE COIN MISSION

- Four Rifle Platoons per company
- One Mobile Assault Company with battlespace
- Intel analyst team at Co level
- H&S in GS, H&S as COP Security Elements
- Truck Det at Co level
- Technical support at Co level (Motor-T, Comm, Armorer)
- 2 X Combat Trains
- Engineer Plt in GS of Bn
- Human Intelligence Assets in GS of BN
- QRF or Least Engaged Unit?

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ROE & LOAC

- Commander's Issue
 - No situational ethics – NO WINK AND NOD!!!!!!
 - Active, aggressive leadership
 - **You give the class not the JAG**
- Train, Train, Train.....
 - **Reset often** and war game recent EOF/LOAC/ROE issues
 - **Explain ROE wrt its effects on the mission and the lives of their fellow Marines**
- Investigate all allegations and educate your Marines as to why this is important...
 - Your Unit's legitimacy with the local population
- **Your hearts will harden over time**
 - Anticipate and mitigate
 - **Look for I&W OF PROBLEMS IN SMALL UNITS**

Combat Leadership

- **SUPERVISE! SUPERVISE! SUPERVISE!!!!**
 - Supervision is vital – 30 maneuver platoons?
 - Focus YOUR ATTENTION two sometimes three levels down!
 - Talk to your leaders often! Critique actions and make corrections before bad habits form
- Observe your Marines in action
- Share danger and hardship with your Marines
- Don't kill them with kindness – GET THEM OFF THE BIG BASES!!!! MUST LIVE AMONG PEOPLE
- Have a plan and execute it!
- Designate a ME and **ruthlessly support it!**
- **Assess, analyze, and make adjustments to your plan**
 - **RESET TRAINING VITALLY IMPORTANT**

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Combat Leadership

- OPERATIONS
 - **IT'S THE PEOPLE STUPID!**
 - **Maintain A Non-Kinetic Focus!**
 - Rapport building **"No better friend, No worse enemy"**
 - Engaging local officials and leaders often
 - Don't inhabit/utilize occupied homes/businesses
 - Use Civilian-Mil integration to improve peoples lives
 - Local Police and Army are the ME
 - **Partnership means eating, living, training, and fighting with...**
 - **Leverage their inherent strengths and minimize weaknesses**
 - **Share hardships and danger with your greatest asset**
 - Company and Platoon Patrol Bases/Combat Outposts
 - Must live amongst the populace
 - Can't commute to work
 - Foot Patrols – **must limit the use of your vehicles**
 - Always integrated with Local Police and Army
 - Task & Purpose on every mission
 - Battle Tracking to squad level
 - Intelligence Targeting cycle – D3A
 - Census – Must Know the population in order to separate it from the insurgent

Combat Leadership

- OPERATIONS
 - Engineers – GS of Battalion: Focus engineers on reducing amount of unsecured ammunition/IED material in your AO.
 - Use IPB to focus their efforts
 - MASINT analysis
 - Unit boundaries
 - Tier I hotspots
 - Source PID Cache locations
 - Human intelligence surge operations ISO Maneuver Companies
 - Focus your efforts ISO your targeting cycle
 - Interpreters – treat them well and recruit your own
 - Reduce pattern setting – **Easier to say than actually do!**
 - Frequently displacing patrol bases
 - Route variance – Difficult with limited road network
 - Change insert methods & locations

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Combat Leadership

- OPERATIONS
 - Targeting cycle – works
 - Human intelligence integration into collections at company level
 - Direction of company collection activities
 - Include local military forces in this process
 - **Tactical patience** in targeting AIF HVI's
 - Build a package that keeps someone in jail
 - Use of weekly FRAGO to create synergy
 - Collection plan- **focus your intelligence fight**
 - Kinetic and Non-Kinetic effects appendices to combine effects
 - **COMPLACENCY DOESN'T KILL, POOR LEADERSHIP DOES!**